

## Application Recommendations: Ideal Application Architecture

### STRATEGIC DIRECTION

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This section presents an ideal application architecture for Annapolis, along with an analysis of “gaps” between existing and ideal business applications.

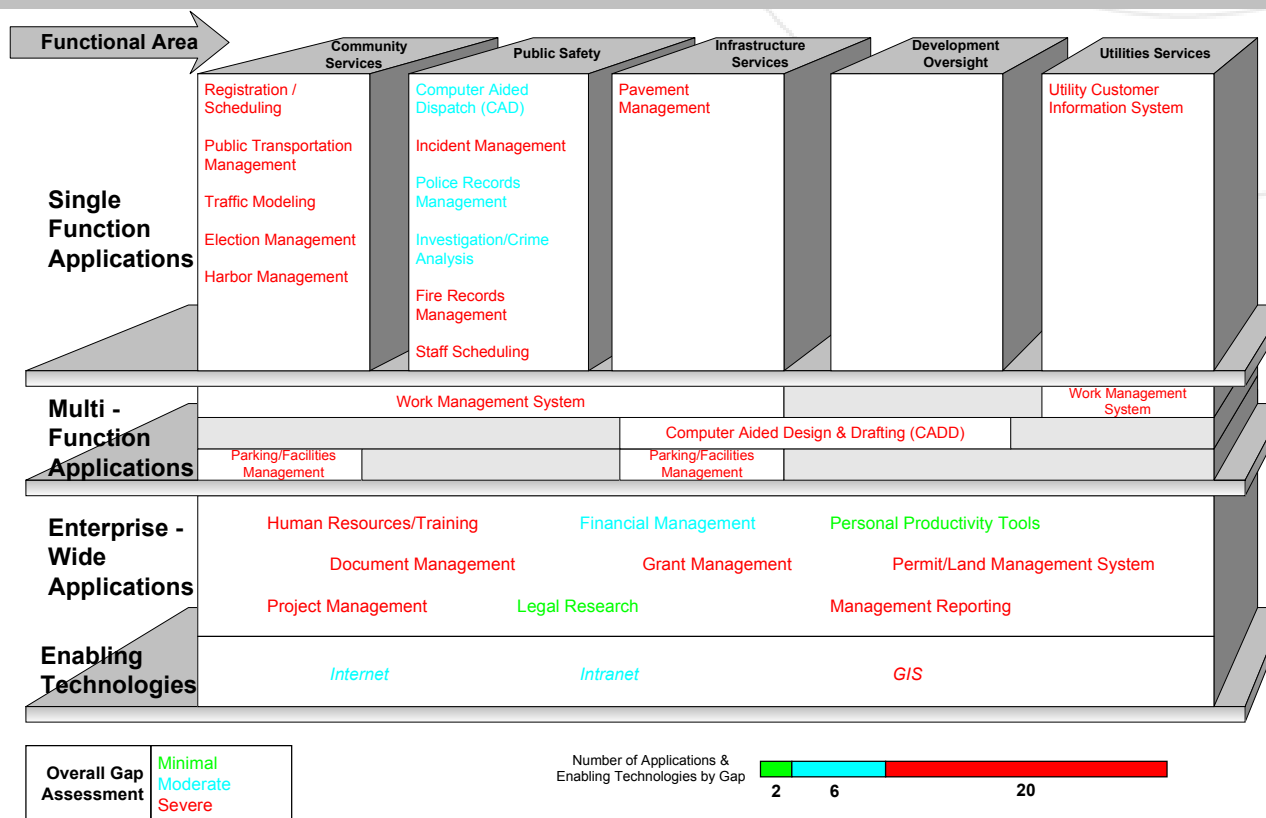
- ◆ The ideal application architecture graphically depicts how Annapolis’s defined business functions might be automated in a “perfect world” (i.e., the slate is clean, the checkbook open)
- ◆ PTI employs this architecture to help identify high priority application needs
- ◆ The architecture uses the business function model, presented in Appendix C, as a foundation
- ◆ Ideal applications are grouped by major functional areas, and further characterized as one of the following:
  - Single-function — supporting only one business area
  - Multi-function — support more than one, but not all, business areas
  - Enterprise-wide — supporting business functions across all business areas
  - Enabling technology – key components of the technical architecture that, while not *directly* automating business functions, are needed to support functionality of other Annapolis applications
- ◆ Appendix D contains detailed descriptions of the ideal applications and associated gaps

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The chart below presents the ideal application architecture — color coding indicates the degree of “gap” or disparity between the ideal and the actual applications in use at the City



# Application Recommendations: Prioritization Results

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The table below presents the ideal applications as prioritized by the steering committee through a voting process. This prioritization took into account PTI's gap analysis along with participants' understanding of the City's overall priorities.

Rank	Application	Gap	Votes
1	Internet	Moderate	39
2	Permit / Land Management	Severe	32
3	Docment Management	Severe	31
3	Financial Management	Moderate	31
3	Geographic Information System (GIS)	Severe	31
6	Human Resources/Training	Severe	22
7	Utility Customer Information System	Severe	20
8	Public Transportation Management	Severe	15
9	Parking Facilities / Management	Severe	14
9	Project Management	Severe	14
9	Work Management	Severe	14
12	Grant Management	Severe	10
12	Intranet	Moderate	10
13	Computer Aided Drafting & Design (CADD)	Severe	9
14	Staff Scheduling	Severe	8
15	Harbor Management	Severe	7
15	Registration/Scheduling	Severe	7
15	Traffic Modeling	Severe	7
16	Fire Records Management	Severe	6
16	Management Reporting	Severe	6
17	Incident Management	Severe	4
18	Investigation/Crime Analysis	Moderate	3
18	Pavement Management	Severe	3
19	Election Management	Severe	2
19	Personal Productivity	Minimal	2
19	Police Records Management	Moderate	2
20	Computer Aided Dispatch (CAD)	Moderate	1
20	Legal Research	Minimal	1

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Because the *Internet applications* enabling technology ranked within the top ten, a separate vote was taken to rank them. The results of the steering committee ranking for this enabling technology are presented in the table below.

Rank	Internet applications	Votes
1	Permit application and tracking	32
2	On-line payments	27
3	On-line forms	24
4	Job application acceptance and tracking	15
4	On-line registration (facilities, classes, etc.)	15
5	Utility Services	13
7	Customer complaint management	11
8	Record request (public safety incident reports)	8
9	Online incident reporting	4
10	Mapping	2

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Prior to this planning effort, Annapolis had identified replacement of its aging finance systems as a top priority. PTI's assessment validated this, and found several additional core municipal functions in need of automation. We recommend that the City expand the scope of the finance systems replacement to incorporate implementation of a comprehensive municipal administration package. Several such "mid-tier" packages appropriate for a city of Annapolis' size are available. One of these integrated solutions – rather than a separate "best of breed" packages – will give Annapolis the best value for its IT investment dollar.

In selecting the comprehensive municipal administration package, we recommend that the City:

- ◆ Include utility customer information, human resources, payroll, permit management functions, and, if available, work management
- ◆ Specify e-Government functionality and departmental performance reporting as critical elements in selection of the comprehensive municipal administration package
- ◆ Give preference to a single, integrated package

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Additionally, as determined by the high priority established for them, PTI recommends the following application investments:

- ◆ Implement document management system
- ◆ Implement public transportation package
- ◆ Implement work management package with capital project management *unless included as part of the comprehensive municipal administration package*
- ◆ Implement recreational management system with online registration capabilities

## Application Recommendations

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**Finally, the following application-related recommendations will achieve additional functionality and/or improve existing applications, and address issues identified in the assessment:**

- ◆ **Develop an agreement with regional agencies to improve support and data sharing for Fire CAD/RMS:**
  - Takes advantage of services and data already in place
  - Joining forces can benefit both the City and other agencies through economies of scale
- ◆ **Pursue a regional Internet service strategy as feasible and appropriate**
- ◆ **Use Groupwise for calendaring City-wide**
- ◆ **Establish an IT asset replacement policy for major applications with appropriate funding**
- ◆ **Depending upon compatibility issues with new package implementations, the City should consider migrating to the most current Microsoft desktop offering**

***NOTE: The recommendations presented in this section will require an increase in the number of MIT Person-Year-Equivalents (PYE)***